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## 3. ISAM (Individual Service Attitude Measurement)

The final basic component in the USADA system is ISAM. The first two legs of the system (CAPS and SDHFA) are designed to improve system and individual worker productivity. These two components interact to re-inforce the productivity improvements that can be attained when

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a firm purchases the USADA productivity system. However, CAPS and SDHFA are internally focused. While more effective labor utilization should lead to increased customer service and satisfaction, these benefits are implicit outcomes of the system. ISAM enables a firm to directly tie internal and external measurements within a single software and hardware framework. ISAM evaluates individual operator performance with service and satisfaction in a valid and reliable manner. Specifically, current measurement systems for customer satisfaction with call center operators suffer from low validity and reliability.

Current practices measure customer satisfaction by assessing global or overall satisfaction held by a customer with the entire service and the company in general. This lowers validity, since as we all know, customers build their views of a company's service as a result of their interaction with a particular operator for a specific type of call. Thus, a truly valid measuring system that examined customer service in a call-center would link a customer, their operator, and a specific transaction. Current systems cannot do this, but ISAM does. In addition, current systems suffer from reduced reliability since customers are asked to retrospectively evaluate the quality of service received during a call, often days, even weeks after their actual encounter with a call center.

ISAM assesses customer satisfaction on a real-time basis, therefore, it is not necessary to force customers to rely on their memory or to introduce into the measurement process many of the sources of error that can occur when customers are asked to assess distant, prior activities.

ISAM is a measurement software to assess customer satisfaction and service quality levels for call center attendants and for call centers. When ISAM is coupled with SDHFA, then a firm can automatically conduct assessments of service quality and customer satisfaction while SDHFA is adjusting internal service levels. Since each set of measures is produced in real time, managers can monitor and learn immediately from their staffing, scheduling and occupancy decisions using SDHFA while keeping an eye on customer evaluations of customer service and service quality. Quite simply, it allows call center managers to administer their

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operations in a way that they always hoped that they could.

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